

***Maritime Superiority  
Demands Inclusive  
Leadership***

***Inclusion and Diversity  
are key components  
and contributors to...***

***Warfighting***

***Lethality***

***Readiness***

**NAVY'S OFFICE OF  
INCLUSION & DIVERSITY**

**MISSION**

Shape Navy policy, strategy and program execution, strengthening Navy's diverse and inclusive culture. Utilize best practices, collaboration and data-driven decisions, ensuring all Sailors have the opportunity to succeed and contribute to mission success.

**FOR MORE INFORMATION**

[https://www.public.navy.mil/bupers-npc/support/21st\\_Century\\_Sailor/inclusion/Pages/Commander's-Toolkit.aspx](https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/inclusion/Pages/Commander's-Toolkit.aspx)

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**U.S. NAVY  
Commander's  
Inclusion & Diversity  
Toolkit**



*Helping leaders achieve*

***MAXIMUM***

*possible performance*



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## COMMANDER'S INCLUSION AND DIVERSITY TOOLKIT

### PURPOSE

To provide Navy leaders with  
resources to effectively assess  
and promote an inclusive culture

### CONCEPT

An online one-stop shop for Navy  
leaders' use with several tools  
and assessment measures



## YOU CAN...

- Become a more inclusive leader
- Develop your mentorship skills
- Learn new ways to assess your inclusive culture

## KEY FEATURES

- **Inclusive Leadership**
  - Learn how to recognize and build an inclusive culture
  - Read tips from Senior Leaders on how an inclusive culture and diverse talent directly contribute to Navy's lethality and success
- **Mentorship**
  - Mentoring information and resources for leaders at all levels
- **Assessment Tools:**
  - **Navy Culture Workshops**
    - Identify potential hazards that hinder mission accomplishment
  - **Defense Equal Opportunity Management Institute**
    - Leverage training and assessments to improve your command's climate
- **Assessment Library**
  - Demographic data and other resources illustrating what the Navy looks like today
  - Heading Up: Read about Navy's I&D journey over the past 20 years

## WHY INCLUSION & DIVERSITY MATTER

- Homogenous teams develop solutions that are **30% more risky**<sup>1</sup>
- Solutions developed by teams with diverse thinking are **20% more innovative**<sup>1</sup>
- Diverse teams are **58% more likely** to accurately assess a situation<sup>2</sup>
- Gender-diverse organizations are **15% more likely** to outperform other organizations<sup>3</sup>
- Ethnically diverse organizations are **35% more likely** to outperform other organizations<sup>3</sup>
- **Only 33%** of employees are actively engaged at work<sup>4</sup>
  - Employee engagement is the extent to which employees are involved in, enthusiastic about and committed to their work and workplace<sup>5</sup>
  - Employee engagement is positively correlated with **retention, safety and improved organizational performance**<sup>4</sup>
  - The management behavior most likely to affect engagement? "**Demonstrates strong commitment to diversity**"<sup>6</sup>

### SOURCES

<sup>1</sup>Juliet Bourke, Deloitte, Australia, Office of Personnel Management Diversity Summit, 12 Apr 2016

<sup>2</sup>Proceedings of the National Academy of Sciences of the United States of America, "Ethnic Diversity Deflates Price Bubbles" 2014

<sup>3</sup>McKinsey & Company, "Why Diversity Matters" 2015

<sup>4</sup>Gallup 2017 "Status of the American Workplace" Report

<sup>5</sup>Gallup Daily, U.S. Employee Engagement

<sup>6</sup>Gallup 2011-2012 "State of the Global Workforce" Study